Washington State Department of
Health
Division of Environmental Health

Government Management, Accountability, and Performance (GMAP)

Questions & Answers

What is GMAP?
Government Management, Accountability, and Performance
It is a process of sharing of information for the purposes of achieving results. The concept is based on a model originating in the 1990s in the New York City police department, where it was called COMPSTAT. It introduced a new level of discipline in using performance measures to inform day-to-day operational decisions.

What does GMAP look like?
GMAP starts with the performance measures included in an agency's strategic plan. It's a report of performance that begins the management discussion of what the measures are telling us; are we getting the results we need; if not why not; if so, does it make a difference? It should result in continuous learning, informed decisions, and persistent follow-up to improve results.

What's a performance measure?
It's a way to measure the activity that we do (number of inspections) that result in an immediate outcome (number of critical violations found) that in turn results in an intermediate outcome (percent of critical violations corrected within 24 hours) that in turn results in the ultimate outcome (rate of foodborne outbreaks). They help us objectively measure the degree of success a program has had in achieving its stated objectives, goals, and planned program activities.

Why do we need performance measures?
Managers have three jobs:
- Deliver performance
- Build organizational capacity
- Build support in the authorizing environment

Measures help managers:
Meet performance expectations
- Are we doing the right things
- How are we doing against our goals

Build capacity – motivate staff and build the organization
- Are we doing the right things
- Are we allocating our resources to the right things

Influence decision makers/authorizers
- What do we provide for the tax dollars we get
- Are we meeting their expectations

And if that's not enough…the Elway Poll for April 2005 found that:
- 65% of Washington citizens believe that government agencies are not sufficiently accountable
- 47% believe that government is mostly inefficient
- 41% believe that most agencies waste significant amounts of money
- 49% said that government is effective in what it is supposed to accomplish

GMAP can help managers to:
- Clearly explain how a program contributes to a high level result – the underlying logic
- Explain the program impact, and what it costs
- Diagnose the performance problems and correct them
- Skillfully confront problems with persistence *and* respect

How does GMAP relate to Priorities of Government (POG)?

POG is about budgeting. GMAP is about managing. POG helps the Governor and agencies make decisions about where to invest money to get the result that matter to most citizens. GMAP provides continuous feedback on how well those results are being achieved.

What is the Governor doing with GMAP?

Governor Gregoire issued Executive Order 05-02 directing all agencies to adopt GMAP. An Office of Management, Accountability, and Performance (OMAP) has been established. Seven GMAP forums have been scheduled around topical areas rather than agencies. With the exception of Transportation, each topical area involves at least three different agencies. Analysts from OMAP work with the agencies to hone in on a few measures and help the agencies develop those measures into presentations that tell the story of how the state is performing in those areas.

The Governor attends each of the forums and the heads of the agencies involved are expected to be there as well. They are open to the public. DOH is currently preparing for the Health Care GMAP scheduled for September 15. Tobacco and immunizations are the focus areas from DOH.

Each agency is also expected to have its own internal GMAP sessions. There are several trainings that are being offered by the Department of Personnel to help agencies develop measures, present data in charts and graphs, and use performance measures in the management of their agencies or programs.

For additional information, visit the Governor's GMAP Website at:
http://www.governor.wa.gov/gmap/forums/default.htm

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